



Educational Resources, Inc.
Retooling Job Skills in the Workplace

MANAGING BY AGREEMENT

MANAGING BY AGREEMENT

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I.

The Playing Field

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The Playing Field

The Nature of Conflict

1. Conflict is natural, neither positive nor negative.
2. Conflict is just an interference pattern of energies.
3. Nature uses conflict as a motivator for change, creating beautiful beaches, canyons, mountains, and pearls.
4. It's not whether you have conflict in your life. It's what you do with that conflict that makes a difference.

Conflict is not a Contest

5. Winning and losing are goals for games, not for conflicts.
6. Learning, growing, and cooperating are goals for resolving conflicts.
7. Resolving conflict is rarely about who is right. It is about acknowledgment and appreciation of differences.
8. Conflict begins within. As you unhitch the burden of belief systems and heighten your perceptions, you love more fully and freely.

Thomas Crum
The Magic of Conflict

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The Playing Field

The Conflict Continuum

I.	II.	III.
STRESS	CONFLICT MANAGEMENT	COLLABORATIVE NEGOTIATING
Body sensations deliver the message.	Everyone acknowledges the conflict.	Negotiation begins.
Often the other person does not acknowledge a conflict exists.	Emotional static is reduced so that productive negotiation can begin.	The conflict is resolved.

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The Playing Field

Response vs. *Reaction!*

RESPONSE: A reply or behavior stemming from internal knowledge based on personal values, ethics, and standards that have been personally developed. The response is based on a choice after reflection.

REACTION: A reply or behavior prompted by external influences that stimulates thought or behavior. The behavior is usually automatic and immediate.

Anger and Aggression

ANGER: The emotion engendered by an expectation of, or real, unacceptable behavior on the part of others.

AGGRESSION: The behavior to which you are driven by unpleasant, negative emotions.

Passive

Failure to care for self
Violation of your rights

Assertive

Courage
Connection
Caring

Aggressive

Violation of others' rights

Assertive behavior respects everyone's needs!

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The Playing Field

Sources of Conflict

1. Observations
2. Interpretations
3. Feelings
4. Needs

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The Playing Field

What is Your Personal Relationship to Conflict?

1. What is your attitude toward conflict?
2. Did you ever make a choice about it?
3. What do you think it came from?

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The Playing Field

\$ The Cost of Conflict \$

1. Direct Cost:
2. Productivity Cost:
3. Continuity Cost:
4. Emotional Cost:

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The Playing Field

The Seven Steps to Resolution

1.

2.

3.

4.

5.

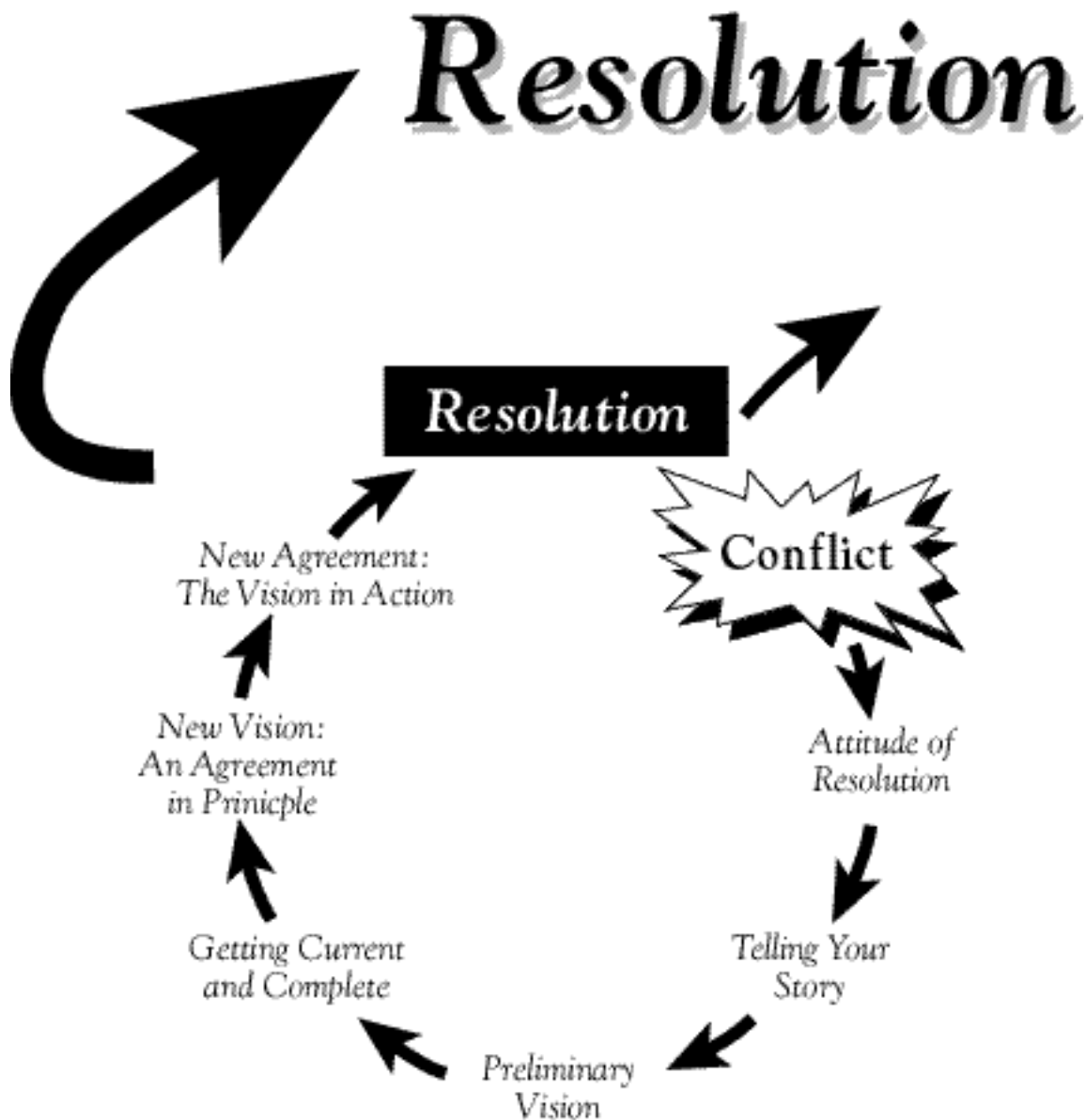
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7.

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The Playing Field

The Cycle of Resolution



II. Essential Communication Skills

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Essential Communication Skills

Building Trust and Keeping Promises

Trust is the knowledge that you will not deliberately or accidentally, consciously or unconsciously, take unfair advantage of me. I can put my situation at the moment, my status and self-esteem in this group, our relationship, my job, my career, even my life in your hands with complete confidence.

Building an Emotional Bank Account . . . —Dr. Steven Covey

***High Impact Communication: How to Build Charisma,
Credibility and Trust —Bert Decker***

What are three things you can do tomorrow to increase the level of trust you have in others?

1.

2.

3.

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Essential Communication Skills

Blocks to Effective Listening

1. Rehearsing
2. Derailing
3. Dreaming
4. Sparring
5. Being Right
6. Judging
7. Identifying
8. Advising

Listening Exercises

To really understand the value and importance of listening spend a day wearing a sign that says, “I am not speaking today, only listening.” Go through your ordinary day. Observe the information that comes toward you that you usually miss while listening to yourself. Reflect on how you think your present habits impact your life . . . at work, at home. How might your life change if you practiced your listening skills?

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Essential Communication Skills

Effective Listening Skills

1. Focus your energy.
2. Show genuine interest.
3. Let the speaker talk; interrupt only when absolutely necessary.
4. Search for areas of agreement with the speaker. If none is apparent, seek to understand the validity of his or her point of view.
5. Ask the meaning of words you don't understand.
6. Provide appropriate and well-timed feedback.
7. Avoid inappropriate or disproportionate emotion.
8. Let the speaker finish.
9. Ask information-gathering questions for clarification.
10. Demonstrate you understand by repeating it to the speaker in your own words.
11. Evaluate the message only when you are sure you understand it.

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Essential Communication Skills

Essential Elements of Effective Communication

1. What's your goal . . . what do you want and need . . .
It must be:
 - a. Specific
 - b. Measurable
 - c. Achievable
 - d. Have a "by when"
 - e. Prioritized, if part of an ongoing project
2. Surface their objections and concerns . . .
3. Gain agreement and commitment . . .
4. IT'S NOT WHAT YOU SAY, IT'S WHAT THEY HEAR!
5. IT'S NOT WHAT YOU SAY, IT'S WHAT THEY HEAR!
6. IT'S NOT WHAT YOU SAY, IT'S WHAT THEY HEAR!

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Essential Communication Skills

Rewards of Effective Communication

Effective coordination, collaboration, and teamwork that increases productivity

- Builds credibility with everyone
- Builds loyalty and trust
- Enhances creativity through sharing ideas
- Facilitates problem solving
- Builds commitment, consensus, and agreement
- Motivates others through acknowledgment, praise, and recognition
- Ensures more effective meetings
- Saves time and energy while reducing rework and conflict
- Responds appropriately to feedback
- Provides more productive input
- Solicits help and advice more effectively
- Increases your sphere of influence
- Promotes skillfull negotiation
- Enables stronger advocacy
- Advances conflict mediation
- Broadens your personal network
- Facilitates assertiveness
- Means better listening so others feel understood
- Allows you to work more productively in “diverse” environments

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Essential Communication Skills

Strategic Communication S O F T E N

S

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III.

Seven Steps to Resolution

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Seven Steps to Resolution

STEP 1: A TTITUDE OF RESOLUTION

Principles of “New Thinking”

Old Paradigm	New Paradigm
1. scarcity	ABUNDANCE
2. waste	EFFICIENCY
3. problems issues	CREATIVITY
4. foster conflict	FOSTER RESOLUTION
5. posturing	VULNERABLE
6. short-term	LONG-TERM
7. logic	FEELINGS
8. secrecy	DISCLOSURE
9. winning	LEARNING
10. deferring	RESPONSIBLE

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Seven Steps to Resolution

The Attitude of Resolution

“If we keep following the idea of an eye for an eye and a tooth for a tooth, we will end up with an eyeless and toothless world.”

—Mohandas K. Gandhi

1. Adopt an attitude of discovery

Respect	Sincerity	Integrity
Dignity	Authenticity	Not Knowing
Confidence	Centeredness	Humor

2. Listen

3. Maintain a commitment to resolution

4. Sit down and talk

5. Enjoy the process

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Seven Steps to Resolution

Obstacles to Resolution

1. Legal Standards
2. Rights
3. Truth
4. “They” won’t cooperate

Some Strategies

1. Honor them
2. Demonstrate the benefit
3. Their idea
4. Higher authority
5. Is it you?
6. Don’t give up!

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Seven Steps to Resolution

STEP 2: TELLING YOUR STORY

“When we haven’t the time to listen to each other’s stories we seek out experts to teach us how to live. The less time we spend together at the kitchen table, the more how-to books appear in the stores and on our bookshelves.”

—Rachel Naomi Remen, M.D.

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Seven Steps to Resolution

STEP 3: PRELIMINARY VISION

Only he who can see the invisible can do the impossible!

- The Principle of FAIRNESS
- Walking in the Other's Shoes

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Seven Steps to Resolution

STEP 4: GETTING CURRENT AND COMPLETE

Why?

- Disclosure
- Getting Current
- The Alchemy of Emotion
- Grieving
- Letting Go

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Seven Steps to Resolution

The Completion Process

Instructions:

The Questions:

1. What worked?
2. What didn't work?
3. Whom do you need to forgive and for what?
4. Whom do you need to thank and for what?
5. Whom do you need to apologize to and for what?
6. What else do you have to say?
7. Do you have any requests?
8. Declare current and complete!
9. Name the "new era"!

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Seven Steps to Resolution

STEP 5: NEW VISION: AN AGREEMENT IN PRINCIPLE

“The New Era”

Trial Balloons

Small Chunks

Group Dynamics

Difficult People

“Irresistibility”

Feasibility Testing

No “Right Way”

Relief and Excitement!

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Seven Steps to Resolution

STEP 6: NEW AGREEMENT : THE VISION IN ACTION

Crafting New Agreements

A covenantal relationship rests on shared commitment to ideas, to issues, to values, to goals . . . Words such as love, warmth, personal chemistry are certainly pertinent. Covenantal relationships are open to influence.

—Max DePree, Leadership Is an Art

Laws of Agreement

1. Collaboration is the source of all productivity.
2. We collaborate through explicit and implicit agreements.
3. We work and live in a “sea” of agreements.
4. We never learned the elements of effective agreements.
5. Clear agreements express shared vision and a road map.
6. Clear agreements improve the chances for satisfaction.
7. Practice enables crafting masterful agreements.
8. No matter how good the agreement, conflict will arise.
9. Breakdowns are an opportunity for creativity.
10. Resolving conflicts leads to a new agreement.

PROCESS FACT ARTIFACT

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Seven Steps to Resolution

Elements of Effective Agreements

1. Intent and vision
2. Roles
3. Promises
4. Time/value
5. Measurements of satisfaction
6. Concerns and fears
7. Renegotiation/dissolution
8. Consequences
9. Conflict resolution
10. Agreement?

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Seven Steps to Resolution

STEP 7: RESOLUTION

Resolution Is. . .

- Outcome
- Condition
- Ongoing process
- Addresses relationships
- Return to productivity and collaboration

Resolution Requires. . .

- Moving to agreement
- Honoring all concerns
- New actions
- Commitment to relationships
- Going past positions
- Letting go of blame
- Letting go of punishment
- Recognizing their value
- Willingness to learn
- Courage to change
- Compassion to forgive

Masterful Resolution Requires. . .

- Belief you have “won”
- Belief your resources are optimized
- Confidence about the future

IV. Applying the Tools

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Applying the Tools

The Laws of Manifestation

1. Thoughts manifest themselves in physical form.
2. Feed yourself thoughts that reflect the reality you want.
3. Express your vision in your thoughts.
4. Be specific and discerning about your vision for the future.
5. Agreements are powerful tools for manifestation.
6. Agreements help produce satisfaction and acquisition.
7. Consciousness about our thoughts makes us human.
8. You can choose what you think.
9. See number 1.

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Applying the Tools

Agreement Impact

Conflict Resolution

Joint Ventures

Mergers

Employment

Teams

Mood and Attitude

Productivity

Creativity

Innovation

Diversity Concerns

Customer Satisfaction

Labor Relations

Legal Documents

Lawsuits

Self-Management

Consultants

Vendors

Professionals

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Applying the Tools

The Value of Resolution

At Work:

At Home:

In the Community:

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Applying the Tools

Qualities of a “Resolutionary”

Collaborative	Integrity
Common Sense	Intelligence
Confident	Judgment
Creative	Life Experience
Empathy	Listener
Fairness	Controls Process
Faith	Cares of People
To the Core	Conflict Tolerant
Openness	Practical

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Applying the Tools

Exercises

1. APPLICATION: Using the agreement template as a planning tool.

Make an agreement with yourself about a goal you have for your future.

2. APPLICATION: Using the resolution model intrapersonally.

Use the seven-step resolution model to work through an internal issue or concern. Please choose an issue holding you back in a significant way.

3. APPLICATION: Using the resolution model to resolve ongoing conflict.

Choose a partner. Please describe a current situation of conflict you are experiencing. Provide your partner with enough detail to play the role of the person you are in conflict with. Each one of you will have the opportunity to use the seven-step model to get to resolution.

4. APPLICATION: Using the agreement template for a new project.

Choose a partner. Think about a project you would make happen in the world that has great social benefit and would make you very proud. Working with your partner, create an agreement to make that project a reality. If you cannot agree on one project, then each of you will have a project.

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Applying the Tools

Effective Feedback

Good Feedback:

1. Is fair
2. Makes no evaluative judgments
3. Provides explanatory details
4. Is behavioral, not subjective
5. Is based on facts, not opinions
6. Demonstrates concern for feelings
7. Is timely
8. Is specific
9. Is positive
10. Like Best . . . Next Time

DO!

Acknowledge strengths

Reference “we”

Draw them into the dialogue

Open-ended questions

Listening skills

Warmth and interest

Function as a coach

Summarize next steps

DON'T!

Use negative words

“Have a you vs. me” attitude

Give insincere praise

Dominate the conversation

Focus on personality

Nit pick

Be or appear hurried

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Applying the Tools

Why Don't We Delegate? Why Delegate?

Effective Delegation

- Be clear about the goals and assignments: Quantify specific results
- Consider current work priorities
- Delegate routine, important, and developmental assignments
- Make sure your instructions are clearly understood
- Provide context
- Define resources, authority, and responsibility
- Plan before you delegate
- Be willing to listen and encourage questions to build ownership
- Set checkpoints for long/large projects
- Establish feedback loops
- Remember they are watching you
- Allow some room for mistakes
- Be available to give coaching
- Give sincere praise
- Publicize success
- Provide appropriate rewards

Applying the Tools

Action Plan

1.

2.

3.

Thoreau

A man receives only what he is ready to receive . . . We hear and apprehend only what we already half know . . . Every man thus tracks himself through life, in all his hearing, reading, observation, and traveling. His observations make a chain. The phenomenon or fact that cannot in any wise be linked with the rest of what he has observed, he does not observe.

By and by we may be ready to receive what we cannot receive now.

—Henry David Thoreau

Appendices

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Appendix A

ResolutionWorks SM

The Cost of Conflict

1. Direct Cost
2. Productivity Cost
3. Continuity Cost
4. Emotional Cost

Ten Principles of a New Paradigm

1. Abundance
2. Efficiency
3. Creativity
4. Fostering Resolution
5. Vulnerability
6. Forming Long-Term Collaborations
7. Feelings and Intuition
8. Full Disclosure of Information and Feelings
9. Learning Through the Process
10. Becoming Responsible

Seven Steps of the Resolution Process

1. Attitude of Resolution
2. Telling Your Story
3. Preliminary Vision of Resolution
4. Getting Current and Complete
5. New Vision: An Agreement in Principle
6. New Agreement: The Vision in Action
7. Resolution

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Appendix B

*This article will be published in the 2002 McGraw-Hill Sourcebook
for Innovative Management Practices.*

Managing by Agreement (The New "MBA")

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A Challenging Time for Organizations

The capacity of technology is far greater than what most of us need. Regulation is far behind trying to catch up to the reality of actual practice. This is true with technology, the Internet, patents, biotechnology, finance, utilities, mergers, etc. . . . Many people are feeling disoriented because our foundation of standards and accepted ways of doing things has crumbled. We have no solid ground to stand on, and it's not going back to the way it was!

Collaboration is one of the keys to high levels of productivity. But the old rules about forms of collaboration no longer apply. The only rules that exist are the ones you make up for the particular transaction. That's why it's so important to have a method that will take care of any collaborative transaction, which is every transaction. The new MBA cuts through to the core of what gets in the way of the highest levels of performance and productivity. It elegantly creates joint vision and quiets the internal voices of dissonance and conflict (chatter) that get in the way of real partnership. MBA is the path to relationships based on covenant.

The Source of Dissonance and Conflict

Productivity and satisfaction depend on "clear" hearts and "clear" agreements. When the heart or the agreement is unclear, conflict and compromised productivity follow. When I think of entering a new business or personal relationship, or a conflict resolution process, I think of a continuum:

1. Stress signals real conflict or fear of conflict in a new project, team, or relationship. This is our individual reaction.
2. Self-management (of emotion generated by stress) is a precursor to effective negotiation and collaborative dialogue about the real or potential conflict. This is a skill we need to learn.
3. Collaborative dialogue to create clarity takes place, resulting in a new agreement that resolves the conflict, or starts the new venture off on solid ground.

Number 1 is the context organizations operate in — there is no shortage of the potential supply of dissonance and conflict. Number 2 consists of the traditional ways people manage their emotions such as visualization, "time outs," dealing with it "tomorrow," exercise, nature, yoga, etc.

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(One quick, elegant, scientifically documented method called “Freeze-Frame” has been developed by the Heartmath organization. www.heartmath.com). The New MBA Takes Care of Number 3.

The Management Opportunity

2000 seems much different than 1990. Changes include the presence or survival of dot.com mania; knowledge workers; the end of the job; downsizing or rightsizing; reengineering; self-managed organizations; flattening; technology; telecommuting; huge bull market; stock options; free agency; brand me; the learning organization; merger mania; golden parachutes; executive MBAs; employment litigation; project orientation; work as a primary community; reliance on a “work family”; and the virtual organization.

These changes have generated significant conflict and dissonance in organizations—and great opportunity. Unfortunately, most managers (like most people) are conflict adverse — they don’t engage (most avoid) conflict until it becomes acute. By then the costs of conflict are staggering: paying professionals; lost productivity; opportunity lost; loss of the benefits of continuing relationships; and the emotional cost that eats at the fabric of every organization’s spirit.

When managers do engage with conflict they often only deal with symptoms. They resist getting near the real source of dissonance. To stop the staggering loss of resources, managers would be well served to learn the skills needed to “manage by agreement.” The organizational benefits that flow from the competence to prevent and deal with conflict are huge. The ability to resolve conflict and form effective working relationships impacts the core of every organizational function teaming, managing, partnering, customer servicing, producing, innovating, learning, collaborating, and diversifying. I believe that the failure to proactively develop competence in dealing with conflict is a form of mismanagement. By corollary, knowing how to develop effective working agreements is a fundamental competence for managing anything.

How MBA Works

$$\begin{aligned} &\textbf{\textit{The Power of Agreement}} \\ &+ \textbf{\textit{The Art of Resolution}} \\ &= \textbf{\textit{Results Beyond Expectations}} \end{aligned}$$

Workplaces have become our dominant social institution, the arena in which we create, produce, and provide, not only for each other’s material needs, but also for each other’s social needs within our “work families.” In the 21st century, organizations will not only serve their mission, they will also be a very important vehicle for taking care of human social needs. MBA contains easy-to-use tools that create partnership and shared commitment in all forms of organizational relationships.

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Appendix B

Managing by Agreement creates covenantal relationships that are based on shared commitment to ideas, issues, values, goals, and the management process. Covenant is the true source of real teams, and is a key ingredient for having a “Work Family” which provides a source of the richness and fulfillment we seek. With covenants in place, results beyond expectation follow. When you start a new project you will have the tools to put in place a road map that reminds you of your mission, and the route to get you there. If you’re deep in conflict, MBA provides a seven-step process to resolution.

Since technology enables capacity far beyond human capability, and regulation lags far behind what people are doing, we need processes that allow us to define how we will work together. Managing by Agreement provides a dynamic context that advances change in organizational cultures. Agreements provide the context that promotes collaboration, teaming, learning, change, and continuous improvement. The new MBA provides standard practices through which desired changes can be identified, clarified, and implemented. Individuals and groups are legitimized as they learn how to address their unique needs and concerns. The result is empowerment, teamwork, increased productivity and self-management. Some greater detail follows.

The Art of Agreement

Productivity and collaboration are a function of effective explicit agreements. All productivity, and all satisfying professional and personal relationships, result from collaborative action. We collaborate with others in language by forming agreements. These agreements are express (spoken or written) or implied (assumed.) We often have conflict because we did not take the time, and we never learned how, to craft effective, explicit agreements. This is a skill we were never taught, even though it is fundamental and a foundational life skill.

The causes of wasteful, expensive conflicts are implicit, inartful, incomplete agreements that do not express a joint vision, and do not solidify relationship in the process of crafting the agreement. This often happens because the process of negotiating an agreement is seen as an adversarial process you try to win, as compared to a joint visioning process that expresses an inclusive vision of desired outcomes, and the road map to those desired results.

Agreements impact every aspect of organizational life, including:

- Ability to set and reach goals
- Quality of work
- Quality of work relationships
- Strength of teams
- Amount and intensity of conflict
- Level of trust
- Leadership ability

You can learn how to craft elegant agreements using a ten-element agreement template. They can be used with yourself as goal-setting tools. They can be used to foster covenantal partnerships with colleagues, bosses, support staff, suppliers, joint venture partners, clients, and any

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collaborators. The keys are articulating joint vision, how you will produce desired outcomes, standards to evaluate your results, and whom you need to reach your objectives. MBA is a simple way of planning and implementation that generates a high level of buy-in because it is empowering, inclusive, and highly participatory.

The Ten Elements:

1. **INTENT AND SPECIFIC VISION:** The big picture of what you intend to accomplish together must be specified. The first step of any effective collaboration is sharing a big picture of what you are doing together. This provides a framework to hang the details on. A joint enterprise works best when everyone is working toward the same specific goals. The clearer the detail of desired outcomes, the more likely you will attain them as visualized.
2. **ROLES AND NECESSARY PARTIES:** The duties, responsibilities, and commitment of everyone must be clearly defined. Everyone necessary to achieve the desired results must be part of the agreement.
3. **PROMISES/COMMITMENTS TO ACTION:** The agreement contains clear promises so everyone knows who will do what. When commitments to take action are specific, you can determine if the actions are sufficient to obtain the desired results and what actions are missing.
 - a. **TIME:** All promises must have specific time deadlines for task completion. These are “by whens”—by when will you do this, and by when will you do that. In addition, the time period the agreement will be in force must be specified.
 - b. **VALUE OF EXCHANGE:** This specifies who gets what for what. Is the exchange satisfactory? Is it fair? Does it provide adequate incentive? This must be clearly understood, and everyone must be satisfied or someone will sabotage the transaction.
4. **MEASUREMENTS OF SATISFACTION:** The evidence that everyone has achieved his or her objectives must be clear, direct, and measurable so there can be no disagreement. This element is critical because it eliminates conflict about the ultimate question: Did you accomplish what you set out to do?
5. **CONCERNS AND FEARS:** Bringing unspoken difficulties to the surface provides the opportunity to anticipate and minimize the disagreements you know will happen during the collaboration. The discussion will deepen the partnership being created or let you know this is not a partnership you want to be part of.
6. **RENEGOTIATION AND DISSOLUTION:** No matter how optimistic and clear you are, it will become necessary to renegotiate promises and conditions of satisfaction. Circumstances change, and you must put in place a mechanism to address the new conditions. Being realistic about this at the beginning enables the relationship to evolve and prosper. It is imperative to provide everyone with a way out—an exit strategy everyone can follow with dignity. Anyone who feels imprisoned in a transaction, partnership, or relationship will not make his or her maximum contribution to the enterprise.

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7. CONSEQUENCES: Although you may not want to police the agreement, it is important to agree on consequences for anyone who breaks a promise.
8. DISPUTE RESOLUTION: Acknowledge that conflicts and disagreements arise as a matter of course as people work together. If you know that and establish the attitude of resolution and a process that leads to a new agreement, resolving conflicts will be easier.
9. MANAGEMENT: Someone must take responsibility for stewarding the project and ensuring the agreement is honored and the intended results are obtained. While this is everyone's responsibility, it is important enough to have a point person.
10. AGREEMENT: Everyone is satisfied and ready to take action. Work on the agreement until you are satisfied that you have an agreement or do not have one. Unless and until you are satisfied, do not move into action. You will not have a shared vision to work toward. Also ask yourself whether the outcome will be worth it.

Getting to Resolution (GTR)

Conflicts, differences, and internal “chatter” pervade organizational relationships. No matter how good the agreement, conflict and differences will surface. The ability to prevent destructive conflict (dissonance that gets in the way of productivity) and always move toward resolution and agreement is a critical core competence. Resolution and a new agreement that articulates the resolution increase productivity and return everyone to optimal levels of output and satisfaction.

Resolution restores the ability and desire to take action, coordinate action, and see the productive benefits of our collaboration. GTR enables effective collaboration by allowing everyone to focus on productive activity, not the conflict.

The seven-steps of the resolution process:

Step 1: ATTITUDE OF RESOLUTION

The ten principles of the new paradigm hold the values that make up the attitude of resolution. This attitude is the place of beginning, a critical first step. This will not happen at once. It will take time to change the way you think. This is the foundational step. The goal is internalizing the principles.

Step 2: TELLING YOUR STORY

The second step is telling your story and listening to all stories, including yours. It is about understanding and being understood, one of the Seven Habits of Highly Effective People that Dr. Steven Covey inspires us to cultivate. If you learn to listen with a careful ear and honor everyone's story about a situation, you take a big step toward getting to resolution.

Step 3: PRELIMINARY VISION

The third step is to start thinking about a resolution that honors all concerns in the situation. It is about shifting from the desire to win and get your way to a vision that everyone can buy into. It comes from a sense of fairness. This initial vision may change as you gather more information and learn more.

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Step 4: GETTING CURRENT AND COMPLETE

The fourth step demands saying difficult, sometimes gut-wrenching things. It is about articulating what usually goes unexpressed and escaping from the emotional and intellectual prisons that keep us locked in the past. It is a way to face the good and bad in any situation and to experience and grieve for the disappointment of unrealized expectations. It is a way to put all of the detail out on the table—and choose those remnants that can be used to weave a new tapestry of resolution.

Step 5: AGREEMENT IN PRINCIPLE

Now that you have a preliminary vision, along with the information and emotional freedom provided by the completion process, you are ready for the fifth step—reaching an agreement in principle. Having looked at what other people need and noticing the cracks in your righteous position, you are ready to reach a general understanding of the resolution. This is the foundation of a new agreement. You let go of the desire for what you know will not work, and you focus on what will.

Step 6: NEW AGREEMENT THE VISION IN ACTION

In the sixth step you put specifics onto the agreement in principle. You design and construct a detailed vision of the future. You have a map, a formula for the dialogue that will maximize the potential for everyone to obtain their desired results. The more time you spend in detailing the desired results, the greater the chance to realize them.

Step 7: RESOLUTION

The seventh and final step is moving back into action. With a new agreement and a quiet, clear mind about the past, you can freely move forward, devoting your energy and intention to currently desired outcomes. You will have a new and profound sense of freedom because you have spoken all the unspeakables. You have completed the past and constructed a clear picture of the future and of the highway that will get you there. You will be empowered by the process. You are resolved.

MANAGING BY AGREEMENT

Appendix B

Conclusion

As you work with resolution you learn how to recognize conflict patterns, discover and address everyone's real concerns, honor differences, and legitimize all perspectives.

The New MBA Impacts:

Working Relationships	Diversity and Gender Issues
Work Group Productivity	Creativity and Innovation
E-Commerce	Mood and Attitude
Vendor Relationships	Conflict Resolution
Litigation/Employee Lawsuits	Customer Satisfaction

The nature of organizational life will not revert back to a state of hierarchy and order. Managing by Agreement is an effective alternative to chaos. It provides tools that serve, enhance, clarify, and provide a structure within which you can “make it up as you go along” while fully allowing principles of self-organization to operate. I believe that the balance of “self-made” structure and self-organization can provide the context in which individuals and organizations will flourish. MBA produces clarity about where you are going, and the route you will take, before you move into action.

About the Author

MANAGING BY AGREEMENT

About the Author

Stewart Levine is the founder of ResolutionWorks, a consulting and training organization dedicated to providing skills and ways of thinking people will need to thrive in the next millennium. He spent ten years practicing law before becoming an award-winning marketing executive at AT&T where he was recognized as a pioneer “intrapreneur.” He uses his approach to form teams and joint ventures in a variety of situations. Companies he has worked for in the United States and abroad include American Express; Chevron; ConAgra; Deloitte & Touche; EDS; General Motors; Oracle; Safeco; University of San Francisco; and U. S. Depts. of Agriculture and the Navy. He worked with organizations in the areas of moving from a technical star to managing others; self-directed work teams; overcoming negativity; conflict resolution; coping with stress and anger; and collaboration. He was recently named one of the “Trend Setters” in the legal profession. His book *“Getting to Resolution: Turning Conflict into Collaboration”* (Berrett-Koehler 1998) was an Executive Book Club Selection; featured by Executive Book Summaries; named one of the 30 Best Business Books of 1998; endorsed by Dr. Stephen Covey; and featured in “*The Futurist*” magazine. He is currently working on “*The Book of Agreement*.” Information: www.ResolutionWorks.org.

The material in this coursebook is based on the material in “*Getting to Resolution: Turning Conflict into Collaboration*.”